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Reports - ADP Mgmt
Response of SSS to OPPB
16 NOV 1966

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MEMORANDUM FOR: Chief, Information Processing Staff, O/PPB

SUBJECT : Semi-Annual ADP Management Report to the Bureau
of the Budget

REFERENCE : Memo dated 21 October, 1966 to Information Process-
ing Coordinator, Support from Chief, Information
Processing Staff, O/PPB

1. As requested, the following initial report on ADP Management covering period March 1965 - October 1966 is submitted for the Support Directorate. The five essential elements identified in reference comprise the outline of this report, which has been developed from the attached reports of the Support Offices and a review of the activities of the Information Processing Branch, Support Services Staff.

A. Accomplishments in the Use of Computers

1. The Office of Security has begun to implement name searches using an IBM 7010. [REDACTED] index cards have been converted to magnetic tape. Subsequently, random access name searches on the IBM 360/67 from remote inquiry stations are planned. The benefits being obtained at this time are elimination of human error in filing and faster searches from batches of names run against the tape than is possible manually. 25X9

2. In the summer of 1965 a security file retirement system was installed using the IBM 7010. It is basically a listing of [REDACTED] retired security files produced from punched cards updated on a monthly basis. The listing provides the exact location of the retired file and enables the name tracer to request a retired file without going through the files unit to locate the file. 25X9

3. A system of computerized typesetting for the National Intelligence Surveys has been developed and is now operational, on a limited basis. The system prepares a tape as a by-product of the NIS manuscript typing, processes the tape through a computer programmed to prepare the tape for typesetting and uses the computerized tape to drive a phototypesetting machine. The phototypesetting machine produces fully made-up pages of text on film. The film is then used to produce the plates and printing. The benefits of this system are

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that it provides fully made-up pages of text, eliminates the need for corrections after the type is set, and provides for hyphenless justification.

4. The initial phase of the installation of an Agency Central Qualifications Records System was completed. This encompassed recording in coded form the pre-CIA work experience and education of all employees and selected applicants.

5. A capability was developed for producing in clear text the collegiate educational background of all employees showing:

- Degrees received.
- Major field of study.
- Name and location of the college or university.
- Year degree was received.

6. An ADP system was designed and put into effect to provide records for management in the administration of the CIA Retirement and Disability System established by Public Law 88-643. The ability to correlate or combine information in the CIA Retirement and Disability System with other human resource records, such as the payroll deduction and account system, the personnel master status record, etc., has been accomplished. This eliminates any need for duplication of item information on different records. This also provides the human resource data base (both current and historical) needed for future actuarial studies required by law.

7. An ADP health insurance program was activated which provides a master status record of all policy-holders. This record is compatible with payroll master records. It eliminates the necessity for dual record keeping by both the Offices of Finance and Personnel with a resultant decrease in errors. Updating and transaction responsibility was centralized in the Insurance Branch of the Office of Personnel.

8. The Assessment and Evaluation Staff (AES) of the Office of Medical Services has for several years used the [REDACTED] in its research activities. This system is described in Attachment I of the attached Office of Medical Services Report.

9. AES also is engaged in the development of a Profile Translator System (PROTRAN), a computerized system which provides automatic interpretation of its psychometric test materials. This system is described in Attachment II of the attached Office of Medical Services Report.

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10. As part of its continuing effort to validate its professional techniques and procedures, the Psychiatric Staff has also for the entire period of this report been engaged in a pilot exploratory study to isolate and identify the underlying relevant factors involved in the psychiatric selection process. This study has been supported by the Office of Computer Services (OCS) in analytic factoring procedures using data collected from our psychiatric selection experience over the period November 1958 to March 1960. (Some 750 variables drawn from about 2,000 selection cases are involved in this.) This is the first phase -- that should last another year -- of a planned two-phase program. The second phase will involve the collection of certain data about the adjustment and performance of Agency personnel and the correlation of this data with the selection factors isolated and identified in the first phase. It is possible that through this effort an improved means of predicting certain areas of personnel effectiveness will evolve.

11. In another area of test development, the Psychiatric Staff with the support of OCS has initiated a study of the possibility of developing a means of measuring motivation of new employees. This is based on the [REDACTED] given to applicants entering on duty. To date some 1,175 test results have been coded.

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12. We have transferred the Agency Training Records from the RCA 501 to the IBM 360/30. Statistical reports are now being produced which were not included in the programming for the RCA 501. Codes were revised to identify certain aspects of specialized instruction. Also, a system was implemented whereby training records of employees ostensibly separated from the Agency are reactivated immediately upon the returnee's conversion to staff-employee status.

13. The Information Processing Branch of the Support Services Staff has developed a system whereby the computer is used to furnish matrix correlations of data items, documents, and related information for analysis. Data analysis coding sheets prepared from documents are used as input and the output consists of any desired arrangement of data items, documents involved, areas where employed, frequency, volume, etc. By specifying a sorting order the documents and related data items can be used by the analyst in terms of his immediate requirement without regard to manual recording or manipulation. The volume of documents and data involved in the various functions of the Support Directorate would make manual recording and analysis difficult and manipulation impossible. Also, this Branch has developed a system which provides the potential for automated flow charting which has not been activated due to other priorities on available programming time.

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14. In March 1965, a Control Data Corporation Model 8090 computer was installed in the Office of Communications for use by the Special Programs Staff. At the present time, about 30 operational programs have been written. The computer is used to supplement the work of a group of people performing routine diagnostic/statistical tests. In a specific case three hours of Computer time are used to perform statistical studies which would take four hundred hours of manual time. Problems forwarded from the Field to Headquarters for solution that normally would take eight man hours are solved in approximately thirty minutes by the use of the computer.

B. Accomplishments in the Management of ADP

1. Establishment of controls over current computer services requests.

An integrated system for review and coordination of all computer services requests originated throughout the Support Directorate was introduced in July 1966. The organization of this system is described in Section E, paragraph 1. Under this system, requests are examined at the Office and Directorate levels to determine whether there is duplication, or if they can be consolidated with other existing work orders. Actual benefit is evaluated in relation to estimated programming cost, and priorities are assigned for completion of the required work. This system has produced two major accomplishments:

- a. The estimated programming hours for current requests against existing computer systems have been substantially reduced since the system's introduction.
- b. An excellent source has been established for identifying actual information requirements to be satisfied by the total Support Directorate system now under design (Section C).

2. Consolidation of related data-processing authorities.

Appointment of the Information Processing Coordinator for the Support Director as Chief, Support Services Staff, has effected single direction and optimal coordination of the following integrally-related, data processing activities of the Support Directorate:

- a. Review and coordination of current computer services requests
- b. Systems analysis and design

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- c. Regulatory and procedural change.
- d. Forms and records redesign.

The function of the Information Processing Coordinator and the organization of the Support Services Staff are described in Section E.

3. Progress in Support Directorate Total System Study

- a. The Information Processing Branch of the Support Services Staff is conducting an overall systems study to assure the integration and standardization of computer - based data processing systems within the Support Directorate. This Branch has completed the data collection phase of the study, has developed a concept for the materiel resources system, and is currently in the initial design stages. The Information Processing Branch is in the process of developing system concepts for financial and human resources systems. When implemented, these new integrated systems will replace the applications currently run on the RCA 501 which are seriously inadequate and outdated.
- b. The composition and liaison relationships of the Information Processing Branch (described in Section E, sub-paragraph 2b) assures that:
 - a. The interests of each Support Office are fully represented in the Support Directorate system design;
 - b. There is effective liaison and continuity between system design by the Information Processing Branch and system implementation by the Office of Computer Service.

C. Plans for the Future

1. Support Directorate

The Information Processing Branch of the Support Services Staff is currently conducting an overall system study of all data processing and management

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information producing systems in the Support Directorate, and will structure new systems functionally integrated to the extent practical that will be continually responsive to current and projected information requirements of all levels of Agency management. These man-machine systems are expected to be directly related to central data banks which will store and make readily accessible financial, material and personnel data commonly useful to the several Support Offices and other levels of Agency Management. We are proceeding on the basis of total planning and sequential implementation over a period of the next several years of all ADP interests in the Support Directorate.

a. Plans for the use of computers.

We are currently proceeding on the assumption that computers available or on order by the Office of Computer Services will be used for the operation of the Support Information Processing Systems. Specific types and configurations of storage and input/output devices will be determined on the basis of equipment feasibility and user requirements studies.

b. Plans for the management of ADP activities.

The Information Processing Branch has been established to assure orderly systems development throughout the Support Directorate. We expect to accomplish this by the formulation of overall plans; the identification of interlocking as well as unique systems and subsystems; the establishment of priorities and systematic sequential implementation. Central systems development will assure integration and standardization of computer-based data processing systems.

c. Statement of benefits.

The system objectives of the Support Information Processing Systems are: improvement and expediting of the performance of Support activities, and availability of timely, accurate and significant information to all levels of Agency management. Specification of benefits must necessarily

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be deferred until new designs can be compared directly against their corresponding current processes. However, automation of current manually-performed clerical and review processes and elimination of redundant data input and storage should result in greatly increased accuracy of data, assimilation of greater workloads without accompanying personnel increases and a substantial reduction in storage facilities. The ready availability of historical, current and projected information which is accurate and manipulable should result in more rapid information reaction time, greater management control and greater operational control for the prompt, efficient execution of Support activities.

D. Areas in which Management Improvement of ADP Activities Requires Action on the Part of Other Agencies.

The exploration of the utilization of ADP facilities for the prompt exchange of Name Check Data and retrieval of pertinent information between the Office of Security and the Department of Defense indices.

The improvement of our stock cataloging system through ADP techniques involves the establishment of an automated data link with the Defense Logistics Services Center (DLSC). This may require coordination action in systems design to assure that machine language is compatible and that rapid access to the DLSC system is assured.

E. Organization

1. Information Processing Coordinators

Section B, paragraph 1, described the operation and accomplishments of an integrated system for review and coordination of all computer services requests originated throughout the Support Directorate. This system was implemented by the appointment of Information Processing Coordinators at the levels of the Support Directorate and of the Support Offices, respectively. All requests for computer services levied upon the Office of Computer Services by the Support Offices are channeled through the Office and Directorate Coordinators. The Directorate Coordinator has final review and approval authority.

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2. Support Services Staff

- a. The Information Processing Coordinator for the Support Directorate has also been appointed Chief, Support Services Staff, under the direct supervision of the Deputy Director for Support. This staff consists of the Information Processing Branch, the Regulations Control Branch and the Records Administration Branch. The effect of this consolidation of authorities and responsibilities has been described in Section B, paragraph 2.
- b. The Information Processing Branch of the Support Services Staff, which is conducting the Support Directorate systems analysis and design program, is staffed by personnel assigned from each of the Support Offices and from the Office of Computer Services. In addition, close working relationships are maintained between the Branch and the Support Offices' Information Processing Coordinators. The effect of the staff composition and liaison has been described in Section B, paragraph 3.



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Chief, Support Services Staff

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